



# CALIFORNIA LIBRARY LITERACY SERVICES

## STRATEGIC PLANNING MATRIX – *WORKING COPY*

Convocation Issues:	What's happened since the Convocation:	State Library Strategic Plan Issues:	State Library Action Plan:	Feedback from the Field: Action Items/Opportunities/Next Steps:
<b>Accountability &amp; Assessment</b>	<ul style="list-style-type: none"><li>On-line reporting established for CLLS &amp; FFL</li><li>FULFILL, longitudinal study of adult learners and volunteers, conducted by researchers at SDSU</li><li>State support for Statewide EFF training</li><li>Regional EFF users-groups regularly meet</li><li>LitPro begins to incorporate EFF concepts into its software</li><li>LitPro focus groups discuss positives/negatives of this program management &amp; reporting system</li><li>FFL &amp; LLABS report forms selected to pioneer the State Library transition to Outcomes Evaluation for all of its programs and services</li></ul>	<b>Strategic Issue #5:</b> Demand for Program & Learner Assessment/ Outcomes Measures	<ul style="list-style-type: none"><li>Network at the State level with other groups that require outcomes reporting (Prop. 10, Even Start, United Way, etc.)</li><li>Aggregate statewide outcomes, not just outputs, e.g. document how learners lives have changed, not just how many served</li><li>Streamline program management, data collection &amp; reporting – one report form covers all literacy services</li><li>Explore LitPro as a potential program management system</li><li>Outcomes Measures training provided</li><li>ELLI evaluation by outside consultant to incorporate STAR scores analysis</li></ul>	<ul style="list-style-type: none"><li>Move from outputs to outcomes.</li><li>Need help for varying size programs to build the capacity to report outcomes.</li><li>One report for the many CSL programs – common language and frame (e.g. EFF – Equipped for the Future). Examples of information that could be collected to document outcomes includes evidence from the learner, from the tutor, from the staff at the child's school, from frontline staff in literacy services, from the learner's children, from Literacy Coordinators, and from the FFL Survey.</li><li>Need training at varying levels to support outcomes collection and aggregation.</li><li>Need a guide for talking to a variety of funders.</li></ul>
<b>Clarifying Whom We Serve</b>	<ul style="list-style-type: none"><li>Local literacy programs offer an array of services beyond the one-to-one literacy assistance to English speakers, which was the original intent of the CLSA law</li><li>Local literacy services often include: ESL, citizenship, workplace literacy, homework centers, tutoring for children, and/or much more!</li></ul>	<b>Strategic Issue #6:</b> Changing Needs of Learners  <b>Strategic Issue #11:</b> Need for Pro-Active Vision and Advocacy	<ul style="list-style-type: none"><li>CSL to change report forms to acknowledge local ESL efforts; will request ESL statistics and outcomes</li><li>These ESL statistics will be incorporated into the CSL's <i>California Library Statistics</i> publication</li><li>Monitor societal issues that affect and are affected by Literacy Services e.g. workplace literacy,</li></ul>	<ul style="list-style-type: none"><li>Local autonomy is paramount. Each library needs to serve its local community and define served learners by local needs and local resources available.</li><li>In order to define whom it serves, local literacy services must evaluate if they are the “only show in town” or if there are other agencies (e.g., adult schools, Laubach) which can meet ESL or other needs.</li><li>The local library should set guidelines re: whom it will serve with regard to developmental disabilities, level of ESL, mental health, “learning disabilities,” and level of</li></ul>

Convocation Issue	What's Happened Since...	State Library Issue	State Library Action Plan...	Action Items/Opportunities/Next Steps for Everyone:
Clarifying Whom We Serve (continued)	<ul style="list-style-type: none"> <li>Expansion of whom we serve through ELLI, Prop. 10, Goldman and other grants</li> </ul>		prison literacy, pediatric literacy, etc.	<p>education in native language.</p> <ul style="list-style-type: none"> <li>The CLLS needs to let go of old ideas such as the original definition of whom we serve. This definition must evolve with changing demographics.</li> <li>Ask current learners to help define whom should receive literacy services.</li> <li>More “centers” or a center approach (e.g. with child care or small group meetings) to literacy services thereby building a feeling of community.</li> <li>Address the issue of how to better serve the “working poor” (e.g. those working two jobs, etc.).</li> <li>Need a definition of “English speaking” so literacy services can “come out of the closet” about the ESL students we already serve with CLLS funds.</li> </ul>
Diversity	<ul style="list-style-type: none"> <li>Active Diversity Committee meets quarterly</li> <li>Diversity newsletter, “Dimensions of Diversity” published for the field periodically with bibliographies, websites, resources and other diversity information</li> <li>Learning Disabilities Task Force meets periodically, develops the <i>LD Resource Guide: Making Sense of Learning Difficulties, Disabilities, and Differences</i> for Literacy Program administrators</li> </ul>	<p><b>Strategic Issue #6:</b> Changing Needs of Learners</p> <p><b>Strategic Issue #8:</b> Volunteer Recruitment &amp; Retention</p>	<ul style="list-style-type: none"> <li><i>LD Resource Guide: Making Sense of Learning Difficulties, Disabilities, and Differences</i> published and distributed</li> <li><i>Guidebook for Serving Disabled Adult Literacy Learners</i> distributed to the field</li> <li>Study of the loss of rural literacy programs from the CLC</li> </ul>	<ul style="list-style-type: none"> <li>Use active adult learners at the State level.</li> <li>Make literacy services reflective of the community in order to reach ethnic tutors. Seek out tutors from a variety of cultural communities.</li> <li>Consider adjusting services to fit the populations we want to reach.</li> <li>Examine the barriers to outreach</li> <li>Include disabilities as part of diversity outreach. Make people with disabilities feel included, not just like service recipients.</li> <li>Since there's a wide mix of cultures within programs, foster staff development and tutor training with regard to understanding other cultural norms.</li> <li>Cultivate resources to assist in making your services more diverse:</li> <li>Identify universities with programs to do workshops.</li> <li>Review tutor interest profiles; someone may have some expertise in diversity training.</li> <li>Connect with community cultural centers.</li> <li>Incorporate and collaborate with disabled volunteers.</li> <li>Seek out students in Ethnic Studies classes.</li> <li>Partner with the Department of Rehabilitation.</li> </ul>

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<b>Family Literacy</b>	<ul style="list-style-type: none"> <li>▪ <i>FFL Resource Notebook</i> published, distributed to the field</li> <li>▪ Family Literacy services expand to include all ages through LLABS &amp; ELLI</li> <li>▪ Statewide and regional training and staff development for FFL, LLABS and ELLI</li> <li>▪ Increased use of listservs for information sharing</li> <li>▪ FFL mascot developed</li> </ul>	<p><b>Strategic Issue #1:</b> Training and Dissemination of Best Practices</p> <p><b>Strategic Issue #5:</b> Demand for Program &amp; Learner Assessment/Outcome Measures</p> <p><b>Strategic Issue #6:</b> Changing Needs of Learners</p>	<ul style="list-style-type: none"> <li>▪ Update <i>FFL Resource Notebook</i> as part of the “Voice of Experience” Notebooks &amp; On-line Resources</li> <li>▪ Continue with EFF and Outcomes training specific to FFL</li> <li>▪ Continued support for current and developing LLABS vehicles</li> <li>▪ New parent survey developed to track FFL outcomes</li> <li>▪ Collaborate with other agencies providing family literacy services including ROR (Pediatric Literacy) and Even Start.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need for additional training on various topics, e.g. <ul style="list-style-type: none"> <li>○ how to use the parent survey</li> <li>○ how to give workshops for parents</li> <li>○ how to create programs that reflect our diverse populations</li> <li>○ how to serve the parents of older children</li> <li>○ how to partner with health clinics</li> </ul> </li> <li>▪ Provide a staff development training that will orient new FFL Coordinators and help veteran FFL Coordinators update their skills. Topics could include: how to write the final report, FFL definitions, how to collect data, etc.</li> <li>▪ Provide standards for filling out the intake form.</li> <li>▪ Identify better ways to work in partnership with our companion Adult Literacy Services.</li> <li>▪ Need training on LitPro.</li> <li>▪ Develop a mentor program pairing new and veteran FFL Coordinators</li> <li>▪ Provide EFF training in smaller groups so everyone feels comfortable asking questions.</li> <li>▪ Share information about collaborating with other agencies that serve children ages 0 – 5.</li> <li>▪ Regional meetings should cover broader topics such as outreach and recruitment; smaller more localized meetings should cover administrative topics like reporting, so there is a better opportunity to ask questions.</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>▪ CLC collectively protests the CDE's unfair treatment of library-based literacy programs in administering 2-3-1 funds</li> <li>▪ CDE begins to take a more community-based approach to administering 2-3-1 funds</li> <li>▪ FFL Augmentation of CLSA funds brings the total allocation to almost \$1.4 million</li> <li>▪ Literacy Initiatives – LSTA funds</li> </ul>	<p><b>Strategic Issue #2:</b> Demand for Services/Increased Need for Funding</p> <p><b>Strategic Issue #3:</b> Current Funding Mechanisms Detrimental to Local Literacy Services</p>	<ul style="list-style-type: none"> <li>▪ Assistance in networking with county (local) Prop. 10 commissions</li> <li>▪ BCPs submitted for increase to 1:1 match, FFL increases and ELLI continuation beyond 2002/03</li> <li>▪ State level relationship with the CDE</li> <li>▪ Increase # of literacy applicants for LSTA funding</li> <li>▪ Create a plan in anticipation of State budget cuts over the next few years</li> </ul>	No break-out group met on this issue at the California Literacy Pre-conference.

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<b>Funding (continued)</b>	<p>continue to support innovative library literacy activities and collaborations statewide</p> <ul style="list-style-type: none"> <li>State Prop. 10 money for FFL &amp; LLABS</li> <li>ELLI funds to serve ESL K-12 and their parents</li> </ul>		<ul style="list-style-type: none"> <li>Consider changes in the law that would promote a more equitable distribution of CLSA funds to programs in their first five years and/or in the matching funds years, e.g. baseline amounts, ceiling amounts, etc.</li> </ul>	
<b>Integrating Literacy Into Libraries</b>	<ul style="list-style-type: none"> <li>CLA Literacy Roundtable has gained momentum</li> <li>Literacy Receptions at CLA</li> <li>Literacy Reception at ALA</li> <li>Increased number of “literacy” workshops at CLA</li> <li>Children’s Librarians incorporated into FFL, ELLI &amp; LLABS</li> <li>Growing number of adult learners on staff in many libraries</li> <li>MLS/MLIS programs have begun to include instruction on the importance of literacy in libraries</li> <li>With new staff at the California State Library, the creation of the CSL Literacy Team to advocate for top-to-bottom integration</li> </ul>	<p><b>Strategic Issue #9:</b> Positioning Literacy Services</p> <p><b>Strategic Issue #7:</b> Professional Standing of Literacy Staff</p>	<ul style="list-style-type: none"> <li>Name change: CLC =&gt; CLLS</li> <li>“Matching Funds Transition Training” workshop developed and presented</li> <li><i>A Guide to Surviving the Matching Funds Years</i> distributed to the field</li> <li>Survey of Library Directors &amp; Literacy Coordinators on integration and staffing practices</li> <li>Literacy statistics now incorporated into the CSL’s <i>California Library Statistics</i> publication annually distributed to Library Directors</li> <li>Literacy Team meets regularly with State Librarian, Dr. Kevin Starr</li> <li>Invitation sent to Dr. Bob Martin, Exec. Director of IMLS (which disseminates LSTA funds) to visit California’s library literacy programs; Dr. Martin strongly supports literacy as a service in public libraries</li> <li>Library Directors included in Transition Meeting; include in New Programs/New Staff Orientation</li> </ul>	<ul style="list-style-type: none"> <li>Literacy staff should become members of the greater library community by attending and participating in professional associations.</li> <li>Literacy services should align with other services within the library.</li> <li>Adversity yields expertise – share what you have learned with other library staff on the topics of funding, training, and community building.</li> <li>Consider graduate school for yourself -- perhaps an MLS/MLIS?... [Editor’s note: take advantage of the State Library’s MLS support scholarship – call the CSL Literacy Team for more info.]</li> <li>Educate current and future library staff at new employee orientations, and at library events and activities</li> <li>Share with library staff what we’re doing, how we do it and for whom we’re doing it</li> <li>Need to capitalize on literacy advocates.</li> <li>Literacy needs to be a presence in library school.</li> <li>Be a bridge builder by uniting stakeholders (“competitors”) under the umbrella of the literacy cause.</li> <li>Expand our definition of “stakeholders.”</li> <li>Harness the visibility of the literacy cause and translate that into support, i.e. \$\$\$, for the good of all!</li> </ul>

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<b>Marketing CLLS</b>	<ul style="list-style-type: none"> <li>Marketing Committee met several times and explored options for a statewide campaign to promote library literacy services</li> <li>SIBL creates CD and marketing materials to promote and support adult literacy programs</li> <li>Websites created for the CLC, FFL, ELLI, LLABS and SIBL</li> <li>BALit secures LSTA funds for marketing campaign</li> <li>Four (4) large table-top display units developed for use by the field</li> <li>Folders and brochures promoting the CLC created and updated</li> </ul>	<p><b>Strategic Issue #10:</b> Increase Public Awareness about Literacy Issues</p> <p><b>Strategic Issue #8:</b> Volunteer Recruitment and Retention</p> <p><b>Strategic Issue #11:</b> Need for Pro-Active Vision and Advocacy</p>	<ul style="list-style-type: none"> <li>Propose an RFP to recruit and hire a firm to “brand and market” library literacy</li> <li>Publish an annual report on literacy services in libraries</li> <li>20<sup>th</sup> Anniversary in April, 2004: plan on a big splash!</li> </ul>	<ul style="list-style-type: none"> <li>State level coordination of a marketing effort for literacy is essential.</li> <li>The CSL should hire a Marketing Consultant to produce generic marketing pieces that can be used by all local literacy services.</li> <li>Consider seasonal marketing campaigns.</li> <li>Marketing items could include: car visor/shades, license plate covers, bus ads, radio ads, t-shirts, backpacks, etc.</li> <li>Create a “Friends of Literacy” umbrella organization.</li> <li>Increase collaboration between the CSL and California Literacy, Inc.</li> <li>Include literacy services in the “Check-It-Out” campaign.</li> <li>Stress the connection between libraries and literacy services (CLLS).</li> <li>Examine the issue that literacy for children is popular; literacy for adults is not.</li> </ul>
<b>Networking &amp; Collaboration within CLLS</b>	<ul style="list-style-type: none"> <li>Listserves established for CLC, FFL, LLABS, ELLI, and EFF</li> <li>Four active regional networks: BALit, SCLLN, CVLLN, NCLC</li> <li>Convocation committee meetings and task forces have met and have created a variety of tools and products for the field</li> </ul>	<p><b>Strategic Issue #1:</b> Training and Dissemination of Best Practices</p>	<ul style="list-style-type: none"> <li>“Voice of Experience” Notebooks &amp; On-line Resources in development</li> <li>Explore hiring a moderator for the listservs</li> <li>State Library representatives available for network meetings</li> <li>State Library continues support for future strategic planning meetings and task force committee meetings</li> <li>State Library support for travel to network meetings for those whose travel costs prohibit them from participating</li> </ul>	<ul style="list-style-type: none"> <li>Fund statewide meetings in conjunction with other statewide events and literacy network meetings.</li> <li>Establish a “Literacy Services Committee” in each of the Library of California regions.</li> </ul>

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<b>Staff Development</b>	<ul style="list-style-type: none"> <li>Regional and statewide training opportunities for: FFL, EFF, ELLI, LLABS and Adult Learners on Staff (ALOS)</li> <li>New Programs/New Staff Orientation offered annually; continually updated</li> <li>Curriculum training, e.g. Growing with Mother Goose, offered</li> <li>State support of conference participation – ALOS to LLA/LVA; Literacy Coordinators &amp; FFL Coordinators to Cal Lit</li> <li>Videoconferences and regional meetings for: FFL, EFF and ELLI</li> <li>State Library sends participants to California Reading &amp; Literature Project</li> <li>State Library sends two local literacy staff and one State Literacy Team member to the Stanford Institute on 21<sup>st</sup> Century Library Leadership</li> </ul>	<p><b>Strategic Issue #1:</b> Training and Dissemination of Best Practices</p> <p><b>Strategic Issue #4:</b> Staff Recruitment &amp; Retention</p>	<ul style="list-style-type: none"> <li>“Voice of Experience” Notebooks &amp; On-line Resources in development</li> <li>CSL exploring Americorps opportunity</li> <li>All new “Matching Funds Transition Training” workshop created to help programs cope with the matching years</li> <li>State support for FFL participation in the National Center for Family Literacy’s Conference in Long Beach, March, 2003</li> </ul>	<ul style="list-style-type: none"> <li>Provide distance education but also train literacy staff on how to provide their own distance learning programming for tutors, learners, etc.</li> <li>Design a collaborative grant for a broad range of continuing education topics delivered through workshops or other delivery systems.</li> <li>Provide access to resources and information (on EFF for example).</li> <li>Change tutor training delivery methods.</li> <li>Provide instructional development for literacy staff and tutors.</li> <li>Administer a survey to identify staff development needs.</li> <li>Continue to support attendance at conferences, workshops.</li> <li>Create and identify a list of key regional experts including adult learners on staff.</li> <li>Use technology to overcome geographical challenges (e.g. explore the use of Blackboard, the on-line product used by universities) and as a way to help smaller/rural programs.</li> <li>Collaborate (with the Dept. of Ed. or with the various cooperative library systems, for instance) to provide educational opportunities for literacy staff.</li> <li>Investigate setting accreditation standards for literacy services as part of a system of accountability.</li> </ul>

# Alphabet Soup:

## A Glossary of Acronyms/Abbreviations

ALA – American Library Association

ALOS – Adult Learners on Staff

BALit – Bay Area Literacy Network

BCP – Budget Change Proposal

Cal Lit – California Literacy, Inc.

CDE - California Department of Education

CLA – California Library Association

CLC – California Literacy Campaign

CLLS – California Library Literacy Services

CLSA – California Library Services Act

CSL – California State Library

CVLLN – Central Valley Library Literacy Network

EFF – Equipped for the Future

ELLI – English Language & Literacy Intensive

ESL – English as a Second Language

FFL – Families for Literacy

IMLS – Institute of Museum & Library Services

LD – Learning Disabilities

LitPro – Literacy Pro Systems – program mgmt. software developer

LLA – Laubach Literacy Action

LLABS – Library, Literacy and Books Services

LSTA – Library Services & Technology Act

LVA – Literacy Volunteers of America

MLS/MLIS – Masters in Library (and Information) Sciences

NCLC – Northern California Literacy Coalition

RFP – Request for Proposals

ROR – Reach Out and Read

SCLLN – Southern California Library Literacy Network

SIBL – Songs Inspired by Literature

STAR – Standardized Testing and Reporting